

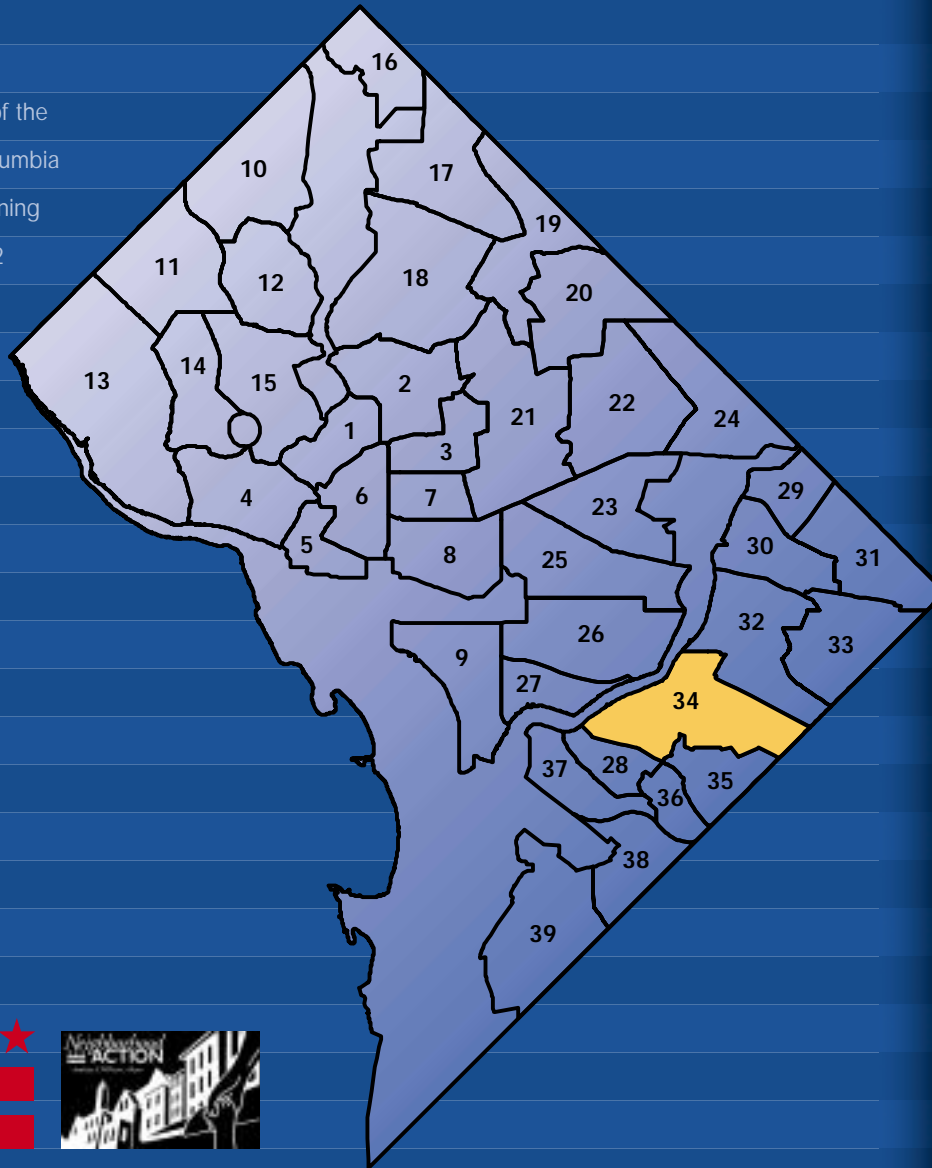
# Neighborhood Cluster

# 34

## District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the  
District of Columbia  
Office of Planning  
Summer 2002



GOVERNMENT OF THE DISTRICT OF COLUMBIA, ANTHONY A. WILLIAMS, MAYOR



Dupont Park  
Fairlawn  
Fort Davis  
Penn Branch  
Randle Highlands  
Twining

## Acknowledgments

*The following people and groups  
deserve special recognition for the  
time they dedicated to developing  
this plan for Cluster 34:*

Advisory Neighborhood Commission 7B

Dupont Park Civic Association

Fort Davis Civic Association

Penn Branch Civic Association

Pennsylvania Avenue East of the River Task  
Force

Randle Highlands Civic Association

Residents of Dupont Park, Fort Davis, Fairlawn,  
Penn Branch, Randle Highlands, and Twining

Ryland Methodist Church

Skyland Revitalization Task Force

St. Luke's Catholic Church

Ward 7 Neighborhood Steering Committee

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Claudia Canepa, Junior Planner, Office of  
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Phil Heinrich, Program Manager, Office of the  
Chief Technology Officer

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Cover: East of the River Little  
White House

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## Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams  
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

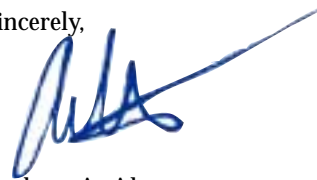
Your SNAP is a new kind of "plan for action" because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner will continue to work with you to help coordinate the implementation of many projects, including revitalizing Pennsylvania Avenue SE, from the Sousa Bridge to 28th Street SE; developing new townhouses at 2525 Minnesota Avenue; upgrading several sidewalks, curbs, and gutters; and paving selected streets throughout the neighborhoods.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman  
Director, Office of Planning

## Letter From the Director





## Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

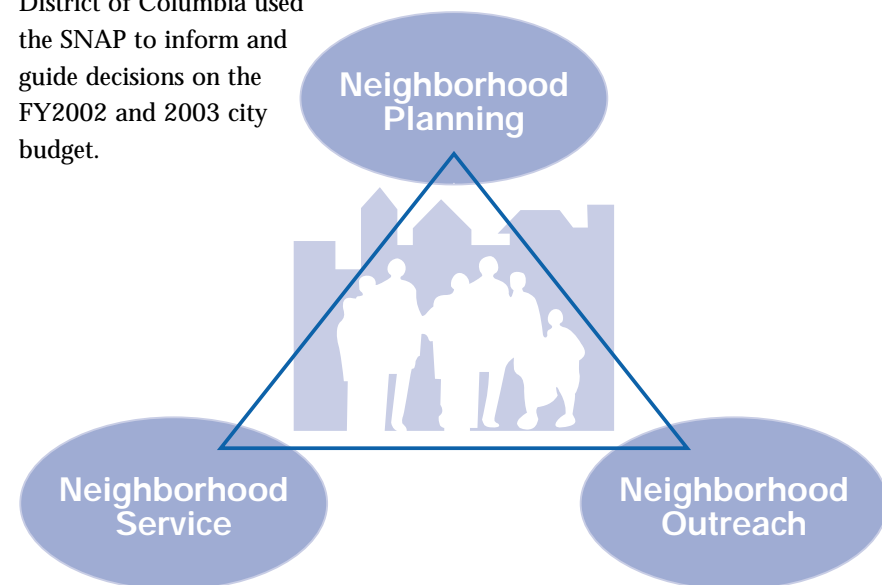
*Neighborhood Action*, the *Neighborhood Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the *Neighborhood Service Initiative*, the *Neighborhood Outreach Program*, and the *Neighborhood Planning Initiative*. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

## Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped

develop this plan with the *Neighborhood Planning Initiative* located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



# Introduction

# 1

Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals (i.e., goals for a 2-year period). Through a series of community workshops and meetings, community stakeholders identified the priority areas of the Cluster 34 SNAP. The priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 7 plan, such as improving the streets and alleys and increasing access to the Anacostia River. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work with the Office of Planning as it undertakes a review of the current plan and planning process.

### The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the

only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 7 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 7 over 5 years (1999–2004) and has 12 areas of planning focus, such as retaining the general housing stock, expanding the District’s tax base, and preserving and enhancing an appropriate range and density of land uses.

## A Message From Your Neighborhood Planner

Your Neighborhood Planner guided residents and stakeholders of Cluster 34 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities, which would help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have produced the first Strategic Neighborhood Action Plan for Cluster 34. This effort has truly been a monumental achievement!

At times, the task has not been easy. Historically, residents in this Cluster felt that they have not received the level of attention and public investments they deserved. The government has responded in several ways. For example, for 2003 it committed \$500,000 for planning for streetscape and traffic improvements to Pennsylvania Avenue SE, \$800,000 for improvements to the Fort Davis Community Center, and \$1.4 million

for improvements to Randle Highlands Elementary School. Although we have a long way to go, this document is proof that your government has heard you and is changing to better serve you, as well as providing a tool for you to hold us accountable.

Many of you, both long-time and new residents, have taken the initiative to create change, not waiting for government to try to fix a problem. Residents who participated in the Ward-wide survey to identify streets and alleys in need of repair, as well as the vacant property survey, deserve to be recognized. Both surveys will help direct agency priorities in the years to come. Additionally, the resident-led Pennsylvania Avenue East of the River Revitalization Task Force has worked to secure resources to address transportation, housing, commercial development, and public safety issues along the corridor.

The city recognizes the tremendous commitment and dedication of those who participated in this planning process. They were active throughout the effort—reviewing and fine-tuning

many elements of the draft SNAP plan. The city looks forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

To better understand what makes your Neighborhood Cluster special, please read the following sections, which describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

### Howard Ways<sup>1</sup>

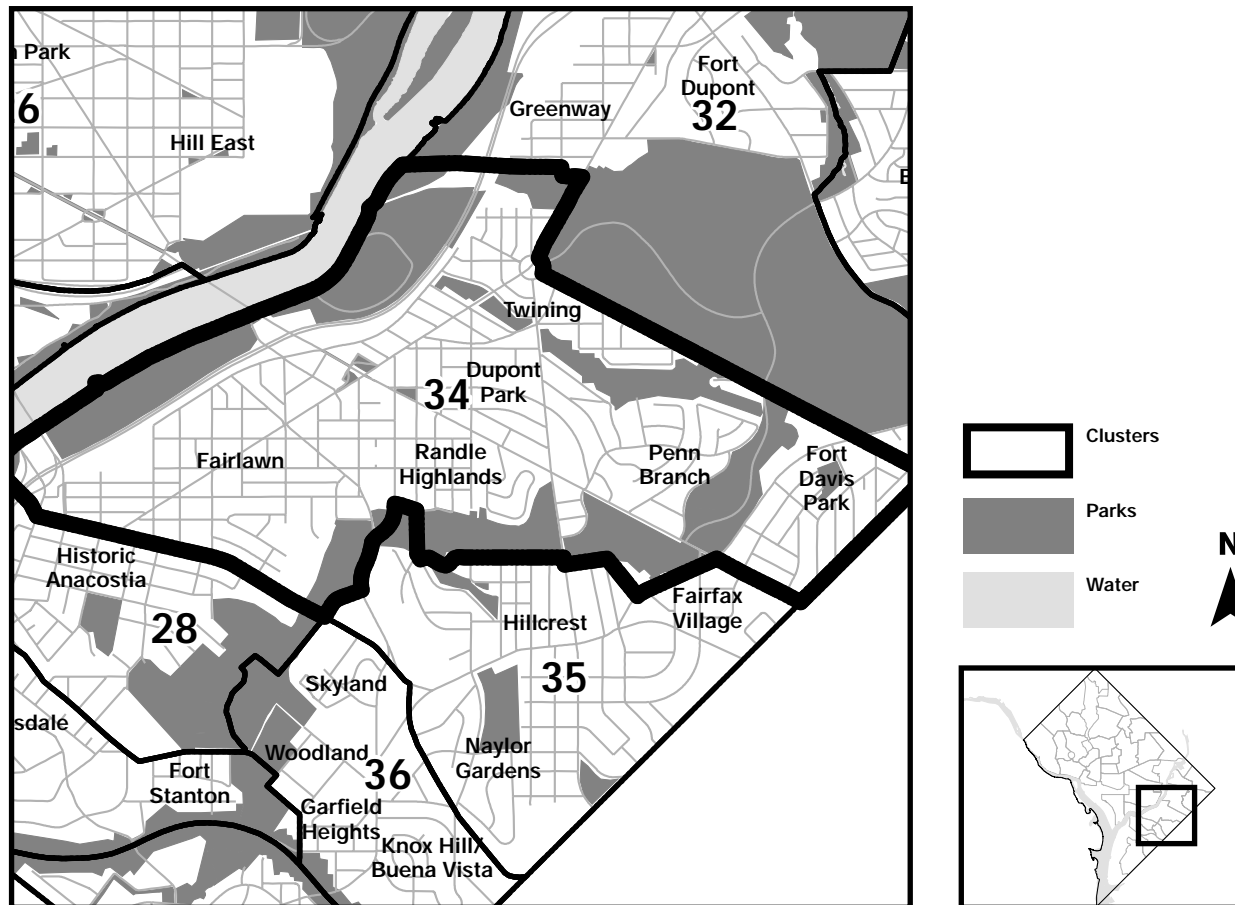
*Neighborhood Planner, Cluster 34*

1. This Cluster will have a new Neighborhood Planner. For more information, contact the Office of Planning at 202-442-7600.

## State of the Cluster

# 2

Cluster 34: Dupont Park, Fort Davis Park, Fairlawn, Penn Branch, Randle Highlands, Twining



### Cluster 34 Neighborhoods

This document is the first SNAP developed for your Neighborhood Cluster. Your Neighborhood Cluster is shown on the map and includes the following neighborhoods:

- Dupont Park
- Fort Davis
- Fairlawn
- Penn Branch
- Randle Highlands
- Twining

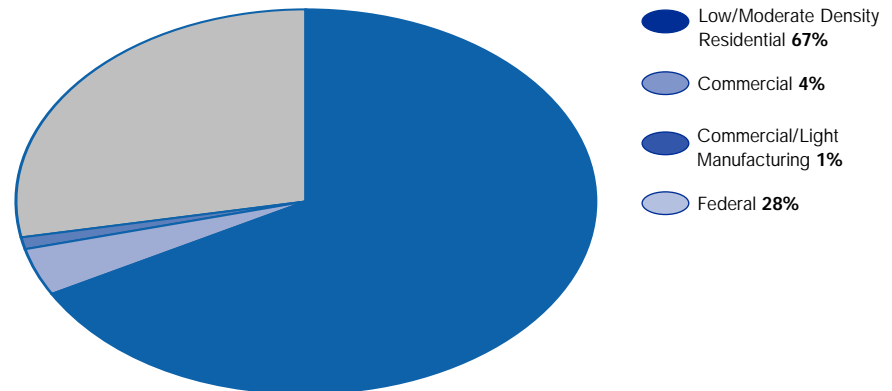
These neighborhoods developed this SNAP with the help of your Neighborhood Planner, Howard Ways.

### Physical Characteristics and Assets

The majority of the Cluster consists of low- and moderate-density, residential single-family detached and semi-detached dwellings. In addition, there are three primary commercial areas along Pennsylvania Avenue. Those areas are between the Sousa Bridge and 28th Street SE, the Penn Branch Center at Branch Avenue, and the Fort Davis Shopping Center at Alabama Avenue. Fort Dupont Park

and Fort Davis Park, both of which are part of the Federal Fort Circle Park System, make up the majority of the Federal land. A breakout of the types and corresponding percentages of land uses for this Cluster is shown on the pie chart to the right.

Land Uses in Cluster 34



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

Housing in Penn Branch – photo by Kathy Chamberlain



Twining Square Park — photo by Kathy Chamberlain



Key assets and features of Cluster 34 include the following:

- *Stable middleclass neighborhoods.*
- *A strong housing market marked by high sales prices and rapid sales.*
- *Direct access to downtown via Pennsylvania Avenue.*
- *Active and organized civic associations.*
- *Fort Dupont Park, which borders the northern tip of the Cluster.*
- *Varying topography, which helps to create panoramic views of downtown and the U.S. Capitol Building.*

Firehouse on Pennsylvania Avenue, SE — photo by Kathy Chamberlain



## Demographics

Cluster 34 followed the general trend in Ward 7 and Ward 8—which now includes the part of Ward 6 that was east of the Anacostia River—by losing population (from 17,380 in 1990 to 14,567 in 2000) over the past 10 years. African Americans make up the majority of residents in this Cluster, constituting 96% of its population. The Cluster’s median household income (\$42,493) is nearly identical to the city-wide median (\$43,001). The Cluster also has the highest percentage of home ownership in Ward 7 (49%). The adjacent chart provides some basic information on your neighborhood, such as age, race, ethnicity, and family income for 2000. It also shows data for 1990, which allows you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of your Cluster 34 Databook by contacting the DC Office of Planning at 202-442-7600.

	Cluster 34: 1990	Cluster 34: 2000	City-wide: 2000
<b>Population</b>	17,380	14,567	572,059
<b>Age</b>			
Under 18 years	22%	22%	20%
Between 18 and 65 years	67%	63%	68%
Over 65 years	11%	15%	12%
<b>Race / Ethnicity</b>			
African American	95%	96%	60%
White	4%	2%	31%
Hispanic <sup>1</sup>	1%	1%	8%
<b>Income</b>			
Median Household Income <sup>2</sup>	\$31,934	\$42,493 <sup>3</sup>	\$43,001 <sup>3</sup>
<b>Education</b>			
High School Graduates	72%	Data not yet available	78%
College Graduates	15%	Data not yet available	39%
<b>Housing</b>			
Occupied Housing Units	6,944 units	6,732 units	248,338 units
Percentage of Housing Units Owner-Occupied	48%	49%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

### Recent Neighborhood Activity

Most of the large-scale development in the Cluster is publicly funded capital projects. This development is typical throughout Ward 7 because most private investment is limited to small infill development and housing rehabilitation. Therefore, the District will have to play a significant role in any major development project in the Cluster for the foreseeable future.

The following is a list of key Cluster 34 activities:

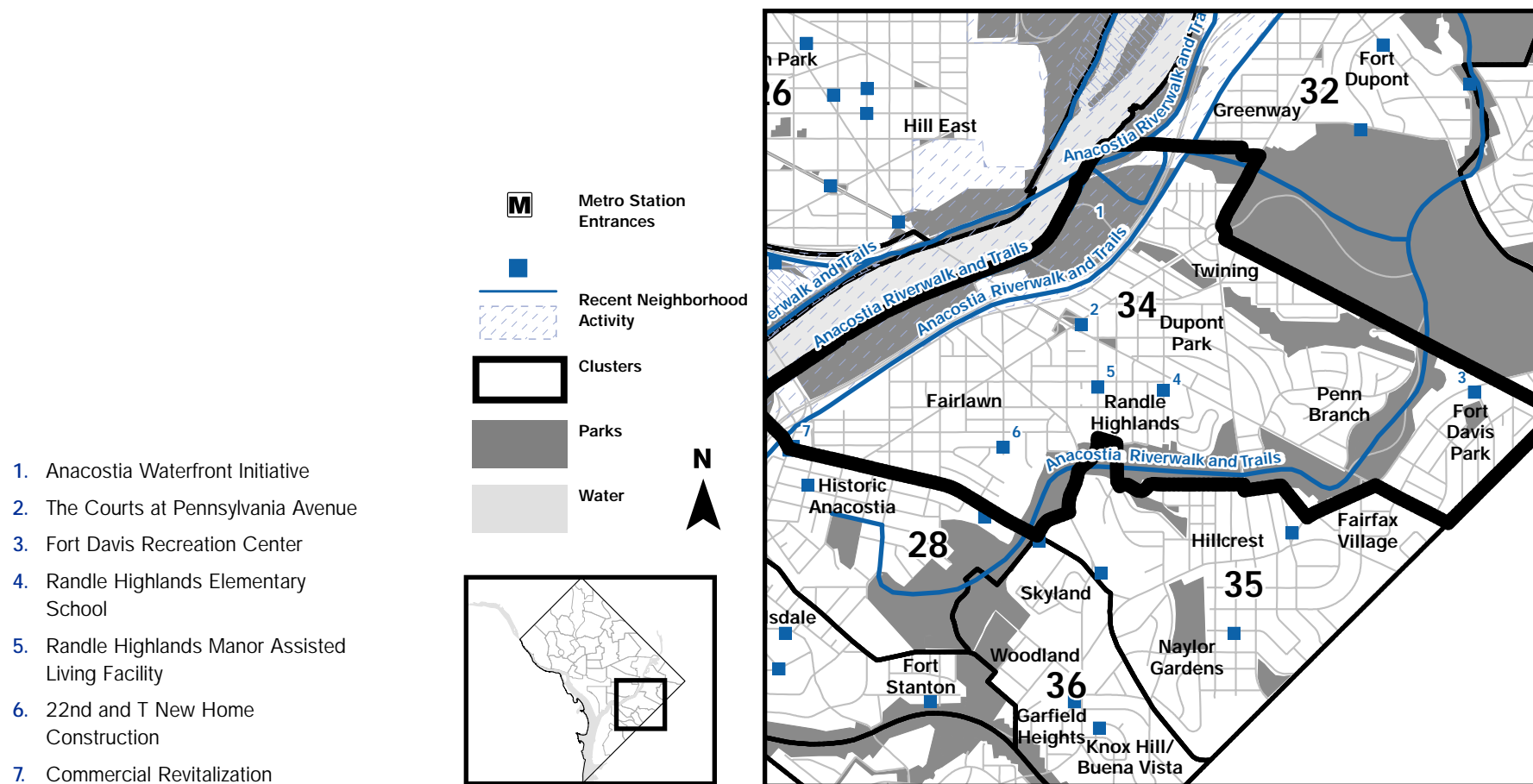
- *Completion of a citizen street and alley survey, which identified streets and alleys for repaving and streets that need improved curbs, sidewalks, and gutters. The District Department of Transportation (DDOT) has received and will review the results of the survey.*
- *Proposed development of nine new townhouses by the Marshall Heights Community Development Organization, Inc. (MHCDO), for 2525 Minnesota Avenue.*
- *Construction of a new addition to Randle Highlands Elementary School.*
- *Planned improvements to the Fort Davis Recreation Center.*
- *Opening of the new Department of Motor Vehicles facility at the Penn Branch Municipal Services Center.*
- *Completion of the O Street retaining wall.*
- *Continuation of the community gardening efforts of the Friends of Twining Square Park and the Fort Davis Garden Club.*

The Recent Neighborhood Activity map on the following page depicts the key activities in your Cluster.

Randle Highlands Elementary School – photo by Amy Cody



Recent Neighborhood Activity in Cluster 34





### Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 12 essential ingredients as vital for a livable community:

1. Ensured action and accountability in implementing existing action plans established by the community
2. Well-maintained public infrastructure
3. Improved traffic control and management
4. Increased support for public safety
5. Economic development, including local businesses and public-private collaboration
6. Reliable and timely government services
7. Increased support services
8. Youth and children's programs
9. Better attitude of residents
10. Improved housing opportunities and mix
11. Improved neighborhood schools
12. Implementation of all existing planning efforts

### Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and 2003, they agreed on the following priorities:

- Ensured action and accountability in implementing existing action plans established by the community.
- Well-maintained public infrastructure.
- Improved traffic control and management.

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

## Developing Your SNAP

# 3

### How We Involved You:

#### Phase I: Start Up

- Performed pre-planning work from July 2000 to January 2001, including meeting with community stakeholders, civic associations, and Advisory Neighborhood Commissions (ANCs); conducting site tours to get a base-line understanding of area issues and projects; and reviewing the District's FY2001–2006 budget to identify key government investments.
- Conducted informal consultations with neighborhood leaders to develop a Ward-wide Steering Committee.
- Convened an initial meeting at the Boys and Girls Club in January 2001 with Ward-wide stakeholders.

#### Phase II: Visioning and Identifying Essential Ingredients

- Convened a pre-community workshop meeting at the Ryland Methodist Church in February 2001.
- Held a community workshop with Clusters 34 and 35 in March 2001 at Randle Highlands Elementary School.

#### Phase III: Action Planning

- Convened monthly follow-up meetings in the summer of 2001 with the Pennsylvania Avenue East of the River Revitalization Task Force and attended periodic Skyland Revitalization Task Force meetings.

#### Phase IV: Validation

- Convened a final follow-up meeting with stakeholders at St. Luke's Catholic Church in September 2001 to review final recommendations.

#### Community Outreach

- Announced the Steering Committee Meetings, the Neighborhood Cluster Workshop, the Action Planning Work Sessions, and other meetings specific to the SNAP using a variety of outreach methods. Specifically, notices were distributed through direct mailings and sent to area ANCs and to Council Member Chavous's office. Meetings were announced at ANC, citizen and civic association meetings, and through e-mail.
- Over 175 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

### Agency Commitment Highlights

In Cluster 34, some of the key actions that concerned citizens most received the following agency commitments:

#### Improve Traffic Control and Management

- *The District Department of Transportation (DDOT) will prepare a scope of work for streetscape improvements for Pennsylvania Avenue through the Scenic Byways Program.*
- *DDOT will investigate the feasibility of conducting a traffic and parking study for Pennsylvania Avenue.*
- *DDOT will use the citizen street survey that has been submitted to it to identify areas for site inspections and to determine future street, alley, curb, and gutter capital improvements.*
- *DDOT will install a traffic signal in front of Engine Company Number 19.*
- *DDOT will survey and review all schools and Metro stations for traffic-calming devices, with installation expected in FY2003.*
- *The Metropolitan Police Department's (MPD's) Operations Command will be conducting site surveys for the installation of 10 new red-light cameras.*
- *The Department of Public Works' (DPW's) Parking Services will hire 138 additional parking enforcement officers in FY2002, more than doubling the existing force. Once they are fully trained, 100 parking officers will be dedicated to residential areas. Deployment will include a nightshift to enforce registration requirements for out-of-state vehicles.*

#### Provide Additional Opportunities for Youth Development

- *The Department of Parks and Recreation (DPR) budgeted \$800,000 for improvements to the Fort Davis Community Center in FY2003.*
- *The DC Public Schools (DCPS) budgeted \$1.4 million for improvements to Randle Highlands Elementary School in FY2003.*

Create New Economic Development Opportunities for Residents and Protect Existing Commercial Areas

- *The Deputy Mayor for Planning and Economic Development (DMPED) has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program. A multi-year package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for a short-term specific project, such as a market study. Funding will also be provided to support neighborhood business resource centers.*

- *The Historic Preservation Office of the Office of Planning (OP) will refer the pending application for designation of Engine Company Number 19 to the Historic Preservation Review Board.*
- *The OP will work with the National Park Service (NPS) to protect historic resources potentially affected by any improvements to Twining Square and L'Enfant Square.*
- *Fire and Emergency Medical Services (FEMS) will conduct routine inspections of commercial areas to identify building code violations.*
- *FEMS will hire one additional fire inspector for Ward 7.*

Provide Opportunities for Improved Housing

- *The Mayor's new initiative, titled Home Again: Renovating Our City's Abandoned Properties, will promote the development of the District's vacant and abandoned properties. Under the initiative, the District will gain site control of the properties and will sell them to developers who will renovate them into new homes. The initiative's goal is to provide at least 30% of the homes to low-income families.*
- *The Department of Consumer and Regulatory Affairs (DCRA) will regularly conduct housing inspections and surveys since hiring one inspector for each Neighborhood Cluster.*

The next chapter, the Action Plan, is the centerpiece of the SNAP. Specifically, it describes how District and non-District agencies are responding to the citizen priorities in FY2002, FY2003, and beyond.

## Understanding the Plan

The Cluster 34 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to this Cluster include the following:

- Ensure action and accountability to implement existing action plans established by the community.
- Ensure well-maintained public infrastructure.
- Improve traffic control and management.

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to "develop strategies to reduce drug activity" and to "improve relations between police and area residents." Each objective then has a specific Action Plan that includes Proposed

Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and

institutional community, nonprofits, civic and citizen organizations, and individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

*Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.*

## The Action Plan

# 4

## Agency Responses to Citizen Priorities

## PRIORITY 1:

**Ensure Action and Accountability to Implement Existing Action Plans Established by the Community**

The top priority was to ensure action and accountability to implement existing action plans established by the community. Residents expressed concern over the lack of progress in implementing the existing plans of the Pennsylvania Avenue Task Force and the Skyland Revitalization Task Force. The community indicated that it was not interested in beginning another separate planning process until the existing plans have been implemented.

## OBJECTIVE 1:

Ensure action and accountability to implement existing action plans established by the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3112	Make the work of the Pennsylvania Avenue Task Force a top priority, at the same level of effort as the Georgia Avenue Initiative.	Pennsylvania Avenue	DCRA	3478	The Department of Consumer and Regulatory Affairs (DCRA) will provide regulatory support to this initiative.	Out Years
			OP	3483	The Office of Planning (OP) will continue to serve on the Task Force and will provide technical assistance as needed. The OP will work to unite this effort with the broader Anacostia Waterfront Initiative, whose goals are to better link communities to the Anacostia River and to improve transportation connection to and across the river.	FY2002
			DMPED	3480	Technical assistance matching grants are available through the ReStore DC neighborhood commercial revitalization program to assist qualified community-based organizations (CBOs) with commercial revitalization initiatives. In addition, the ReStore DC program will annually designate up to five neighborhood business districts for the DC Main Streets Initiative. Through these initiatives, those business districts will benefit from intensive assistance and the matching grants necessary over 3-5 years to develop and implement a community-based commercial revitalization plan.	
			DHCD	3479	The Department of Housing and Community Development (DHCD) sits on the Pennsylvania Avenue Task Force. It has not yet been determined what long-term commitments DHCD can make in response to the request. However, it will accept proposals for projects to be paid for with FY2003 funding. As on Georgia Avenue, DHCH could provide streetscape funding (through the Department of Transportation) and façade improvement funding. A local community development corporation (CDC) or other project sponsor would apply to DHCD for façade improvement funds.	FY2003

## Agency Responses to Citizen Priorities

PRIORITY 1: **Ensure Action and Accountability to Implement Existing Action Plans Established by the Community**

OBJECTIVE 1: Ensure action and accountability to implement existing action plans established by the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3112	Make the work of the Pennsylvania Avenue Task Force a top priority, at the same level of effort as the Georgia Avenue Initiative.	Pennsylvania Avenue	Community	10282	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
3113	All agencies should assign a primary contact from each agency who will staff and attend the monthly Pennsylvania Avenue Task Force meetings. Each meeting covers a specific area of concern, which rotates month to month. The areas are Commercial Development, Infrastructure and Planning, Greening, Housing, Public Safety, and Community Outreach.	Pennsylvania Avenue	DDOT	1488	DDOT will improve communication through web-based postings of improvement projects.	Ongoing
			OP	3489	The Ward 7 Neighborhood Planner has been assigned to this project.	FY2002
			DHCD	3485	Paul Savage represents DHCD, and he is Vice-Chair of the Pennsylvania Avenue Task Force (DHCD).	Ongoing
			DCRA	3484	The Department of Consumer and Regulatory Affairs/Building and Land Regulation Administration (DCRA/BLRA) contact person is BLRA Administrator Gregory Love at 202-442-4455.	Out Years
			DPW	3487	The Neighborhood Service Coordinator (NSC) can report on Task Force meetings to the core team (DPW).	Ongoing
3114	Identify and remove obstacles to the development of the Anacostia Gateway project.	Good Hope Road and Martin Luther King Jr. Avenue	DMPED	3491	The development of the government centers project is a top priority. DMPED is committed to starting construction as soon as possible, after ensuring community input.	
3115	Require CDCs to have greater accountability to the community and for the public funding they use.	Good Hope Road and Martin Luther King Jr. Avenue	DHCD	10033	DHCD requires all CDC and CBO grantees to be accountable to their communities. DHCD conducts monthly and quarterly reviews, during which it looks for evidence of community participation and feedback.	Ongoing

## Agency Responses to Citizen Priorities

PRIORITY 1: **Ensure Action and Accountability to Implement Existing Action Plans Established by the Community**

OBJECTIVE 2: Create streetscape master plan.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3116	Determine design standards for streetscape and façade improvements.	Pennsylvania Avenue	OP	3495	The Washington Chapter of the American Institute of Architects (AIA/DC) and DDOT are working with the Pennsylvania Avenue Task Force to create standards and to perform a market analysis.	FY2002
3117	Allocate appropriate funding for the construction and management of the streetscape plan.	Pennsylvania Avenue	DHCD	7195	DHCD funds streetscape improvement projects in consultation with DDOT, which handles all aspects of planning and approval.	FY2003
			DDOT	3496	DDOT will evaluate requests for funding according to established criteria and will coordinate results with the community. DDOT is currently working with the Pennsylvania Avenue Task Force on the scope of work for a transportation study of the corridor.	Ongoing

OBJECTIVE 3: Establish and implement business improvement fund for interior and exterior upgrades.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3120	Determine the short-term actions (within 6 months) that will be taken.	Pennsylvania Avenue	OP	3502	The OP will continue to work with the Marshall Heights Community Development Organization (MHCDO) to provide technical assistance to the Ward 7 Merchants Association and businesses.	FY2002
			Community	10283	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

## Agency Responses to Citizen Priorities

PRIORITY 1: **Ensure Action and Accountability to Implement Existing Action Plans Established by the Community**

OBJECTIVE 4: Conduct major traffic study.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3123	Determine the scope of work for a major study for the intersection of Minnesota and Pennsylvania Avenues.	Pennsylvania Avenue	DDOT	3507	DDOT is working with the Task Force to develop the scope of work for the transportation study.	FY2002
3125	Determine and implement short-term surface improvements.	Pennsylvania Avenue	DDOT	3509	DDOT will investigate and take appropriate action.	FY2003

OBJECTIVE 5: Demolish 2525 Minnesota and develop new, for-sale townhouse development.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3126	Demolish the apartment building at 2525 Minnesota Avenue.	Pennsylvania Avenue	DHCD	3510	DHCD funded the demolition of this property for the upcoming townhouse development project by MHCDO. The building was razed in October 2001.	FY2002
3127	Continue to work with the community on design issues for the new townhouses.	Pennsylvania Avenue	OP	9859	Upon direction from DHCD, the OP will engage community stakeholders.	Out Years
			MHCDO	3513	MHCDO will continue to pursue this project with full community input in all phases of its development.	

## Agency Responses to Citizen Priorities

PRIORITY 1: **Ensure Action and Accountability to Implement Existing Action Plans Established by the Community**

OBJECTIVE 6: Continue acquisition of 39 potential re-habitable properties for homesteading from Housing Subcommittee's survey.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
597	Acquire vacant housing units for homesteading, and make units available for the auction (List of properties was provided to DHCD).	Pennsylvania Avenue, Fairlawn	DHCD	2074	DHCD continues to work to acquire vacant and abandoned properties through the Homestead Program. Moreover, the Housing Act of 2002 will expand the city's authority to acquire such properties.	Ongoing
			DCRA	6573	In accordance with the Housing Act of 2002, DCRA is conducting a survey of all vacant buildings.	FY2002

OBJECTIVE 7: **Raze selected buildings.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3129	Demolish 1501 27th Street SE for a new municipal parking lot.	Pennsylvania Avenue	DCRA	3515	This property is currently on DCRA's abatement list but not on DCRA's pending raze list.	Out Years
3130	Demolish 2229 Nicholson Street SE.	Pennsylvania Avenue	DCRA	3516	This property is currently on DCRA's abatement list but not on DCRA's pending raze list.	Out Years

## Agency Responses to Citizen Priorities

## PRIORITY 2:

**Ensure Well-Maintained Public Infrastructure**

Ensuring well-maintained public infrastructure is the second priority. Clusters 34 and 35 used the term “infrastructure” broadly to include streets, parks, businesses, homes, and community centers. Residents highlighted the need for better maintenance of city streets, as well as parks and open spaces, such as Twining Square, Fort Dupont, and L’Enfant Square. Increasing the code enforcement capacity of the Department of Public Works and the Department of Consumer and Regulatory Affairs was also cited as a recommendation to ensure that commercial and residential code violations are addressed. Finally, upgrading the Fort Davis Community Center was cited as an important issue.

## OBJECTIVE 1:

Improve visual appeal of Pennsylvania Avenue SE.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3139	Install ornamental pedestrian lighting for the entire length of Pennsylvania Avenue SE with banners.	Pennsylvania Avenue	DDOT	3529	DDOT will investigate and install signs and lighting as necessary.	FY2003
			Community	10284	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

## Agency Responses to Citizen Priorities

PRIORITY 2: **Ensure Well-Maintained Public Infrastructure**OBJECTIVE 2: **Improve access to quality public facilities.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3140	Create a new community center similar to the Boys and Girls Club.	Fairlawn	DPR	3530	DPR is currently conducting an inventory of facilities. Development of a master plan, which will include an assessment of programs and parks, is in process. Plans for Fairlawn will be taken into consideration.	FY2002
3141	Provide capital and programmatic upgrades to Orr Elementary School and Randle Highlands Elementary School.	Fairlawn, Randle Highlands	DCPS	3531	Orr Elementary School is not scheduled for modernization at this time. During the planning process, issues such as the capital and programmatic upgrades should be discussed further. Facilities School Watch Action Team (SWAT) will be visiting Orr and will identify upgrades as needed. DCPS budgeted \$1.4 million for improvements to Randle Highlands Elementary School in FY2003.	FY2002

## Agency Responses to Citizen Priorities

PRIORITY 3:

**Improve Traffic Control and Management**

The third priority was to Improve traffic control and management. Improving the quality of streets, sidewalks, alleys, curbs, and gutters was cited as a major issue in promoting smooth and efficient movement for all modes of travel throughout the city. Additionally, improving access to public transportation and mitigating traffic congestion were identified as areas of concern.

OBJECTIVE 1:

Complete paving and curbing of all streets and alleys.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3131	Provide a schedule of routine street and alley cleaning.	All neighborhoods	DPW	3517	DPW cleans alleys in all Wards on a rotating schedule. Street sweeping schedules are posted on the street.	Ongoing
598	Review citizen street survey before determining future streets and alleys designated for capital improvements.	All neighborhoods	DDOT	6574	DDOT will use the citizen street survey submitted to DDOT to identify areas for site inspections and to determine future street, alley, curb, and gutter capital improvements.	FY2002
			Civic Associations	2075	Citizens will continue to provide DDOT with locations for upgrades.	
599	Conduct site inspections in conjunction with the ANCs and civic associations.	All neighborhoods	DDOT	2078	DDOT will investigate and take appropriate action.	Ongoing
			Community	6235	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
3142	Repave Pennsylvania Avenue SE from the Sousa Bridge to 27th Street SE.	Pennsylvania Avenue	DDOT	3532	DDOT will investigate and prioritize locations.	Ongoing
3133	Develop, publish, and implement a routine tree trimming and maintenance schedule.	All neighborhoods	DDOT	6913	DDOT will expedite the regularly scheduled tree-trimming program activities.	Ongoing

## Agency Responses to Citizen Priorities

PRIORITY 3: **Improve Traffic Control and Management**

OBJECTIVE 1: Complete paving and curbing of all streets and alleys.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3134	The National Park Service (NPS) should improve maintenance of its properties along Pennsylvania Avenue.	Pennsylvania Avenue	NPS	3522	Improvements not already identified and scheduled by NPS need to be reported by the community in order to be assessed by NPS.	FY2002
			DPR	3521	NPS manages these lands. DPR can discuss this project with NPS-East. DPR meets with NPS on a monthly basis.	Ongoing
3136	Increase staffing and resources for parking enforcement.	Fairlawn, All neighborhoods	DPW	3524	DPW will hire 138 parking officers in FY2002, which will result in increased enforcement in locations, including residential, and enforcement pertaining to out-of-state vehicles.	FY2002
3137	Increase staffing and resources for abandoned autos.	All neighborhoods	MPD	3527	Seven members have been trained to enter PD 904 information into the Hansen system. Using this system should expedite the process of having abandoned autos towed.	FY2002

## Agency Responses to Citizen Priorities

PRIORITY 3: **Improve Traffic Control and Management**OBJECTIVE 2: **Improve community safety.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3143	Repair or replace the red-light camera at Pennsylvania and Minnesota Avenues.	Pennsylvania Avenue	MPD	3533	MPD will forward the status of the broken light to the appropriate DC agency. MPD Operations Command will assess whether the camera should remain at the intersection or be moved. MPD Operations Command will be conducting site surveys for the installation of 10 new red-light cameras.	FY2002
3144	Install a red light in front of Engine Company Number 19.	Pennsylvania Avenue	DDOT	3534	DDOT will install a traffic signal in front of Engine Company Number 19. Signal installation is under way, with construction to be initiated in Q3 of FY2003.	FY2003
3145	Install traffic control devices such as speed humps around schools, libraries, and public facilities.	All neighborhoods	DDOT	3535	DDOT will survey and review all schools and Metro stations for traffic-calming devices, with installation expected in FY2003.	FY2003
3146	Establish a residential parking program with citizens assisting police in the monitoring of illegally registered vehicles.	Fairlawn	MPD	3536	6D will work with community residents and stakeholders in a problem-solving process to address parking and traffic issues. Citizens should not take direct action, but they should notify MPD.	FY2002
			Community	10285	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
3147	Conduct a traffic study to determine methods of reducing congestion (in lieu of the terminated Barney Circle connector project) at the intersection of Pennsylvania and Minnesota Avenues.	Pennsylvania Avenue	DDOT	3537	DDOT is working with the Pennsylvania Avenue Task Force to develop the scope of work for the transportation study.	FY2003



## Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

### Neighborhood Service Initiative (NSI)

Neighborhood Service strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, NSI, in partnership with residents and 13 District agencies, has identified persistent problem areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan or a Capital Community Plan, a PPA work plan was developed. The identified areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy neighborhoods.

Through a core team approach, 13 government agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *Because this initiative has been very active in your Neighborhood Cluster, the following few pages provide more detailed information.*

### Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform, including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several existing schools will serve as a pilot for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. The T-9 school in Ward 7 is the Davis Elementary School, which is located at 4430 H Street SE. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

### Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

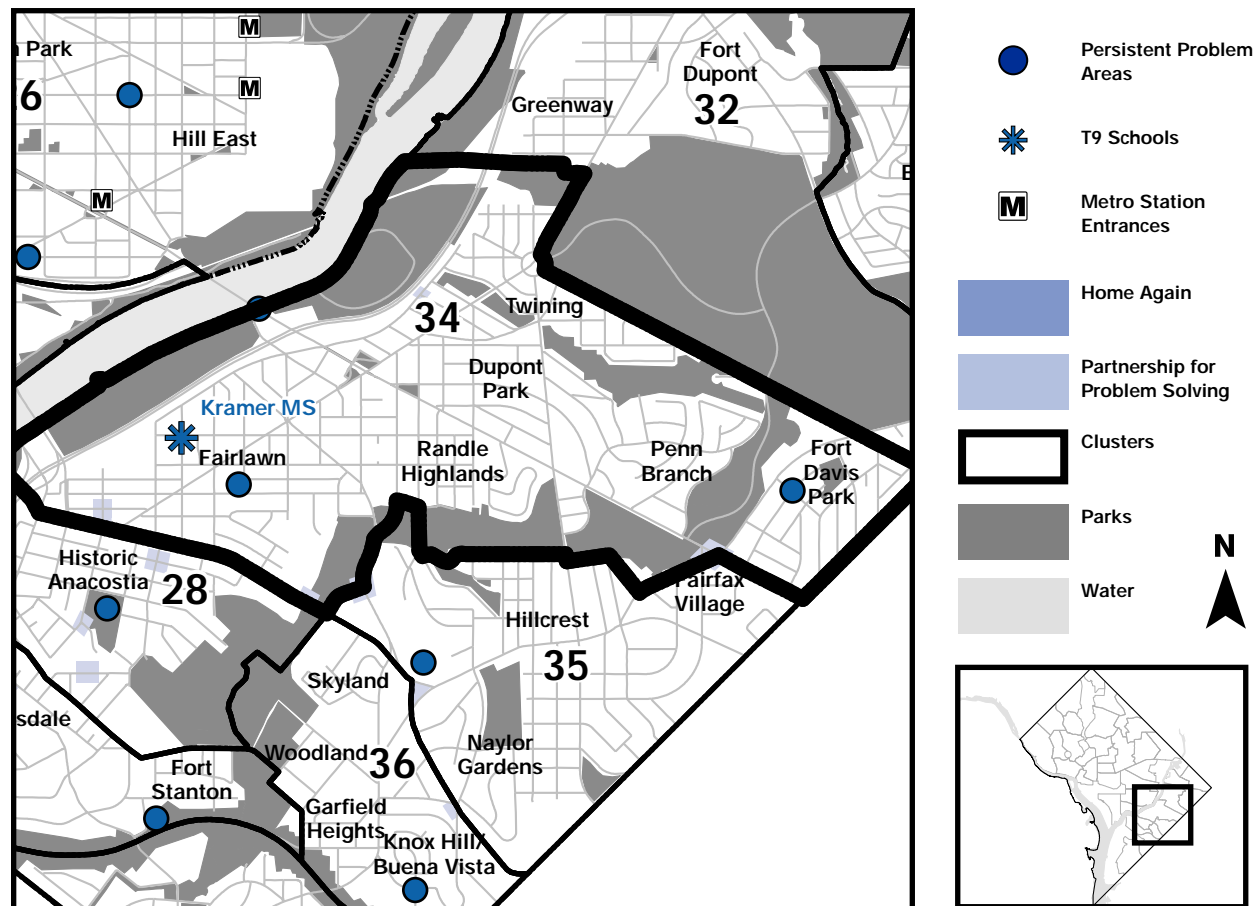
### Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to

## Other Neighborhood Initiatives

# 5

Neighborhood Initiatives in Cluster 34



address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

#### Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on the previous page depicts the above-mentioned initiatives that are located in your Cluster.

### Neighborhood Service Initiative

The Neighborhood Service Initiative (NSI) is a partnership between 13 District agencies to identify, prioritize, and solve recurring service delivery problems called persistent problem areas (PPAs). PPAs are special because there are multiple problems in a specific area, which, therefore, require multi-agency strategies to solve. One Neighborhood Service Coordinator (NSC) for each Ward coordinates the work of District agencies to solve these neighborhood problems. The NSC for Ward 7 is Rose Money.

To identify the PPAs for this Neighborhood Cluster, the NSC worked with Advisory Neighborhood Commissioners, community organizations, business owners, individual residents, and District agencies. Specific areas were identified and prioritized, and then specific work plans were developed for each PPA. Listed below is a more detailed description of each PPA.

There are a total of 3 PPAs in Cluster 34:

#### Pennsylvania Avenue Gateway

Key problems in this area include infrastructure issues, building code violations, and façade maintenance. Accomplishments have included streetscape improvements, properties brought into compliances, boarding and securing abandoned properties, and infrastructure repairs. Future work in this area includes implementing traffic-calming measures, improving façades of businesses, and placing a traffic light in front of the firehouse.

**Fairlawn**

Key problems in this area include public safety concerns, abandoned autos, and neglected infrastructure maintenance. Accomplishments have included community engagement in identifying issues, monitoring of scheduled services, and ensuring infrastructure improvement. Future work will include the continued removal of abandoned autos, streetscape and infrastructure repairs, and higher visibility of law enforcement officers.

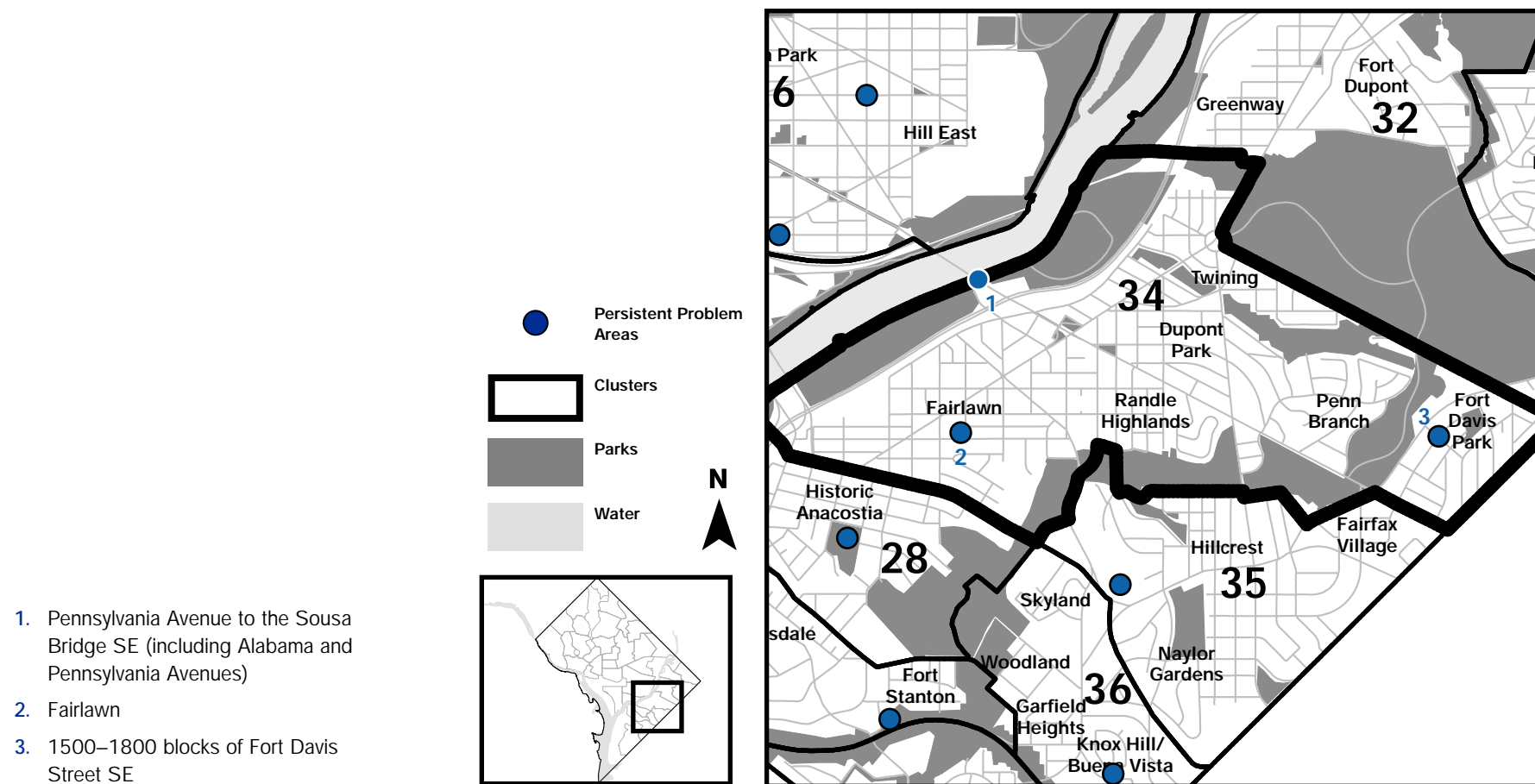
**Fort Davis**

The key focus in this area is the illegal activity occurring in and around the Fort Davis Recreation Center, as well as the maintenance of the center and property surrounding it. Accomplishments have included the reduction of illegal activity—including twelve arrests of offenders—façade improvement at the recreation center, and the cleanup and maintenance of the property.

The PPAs map on the following page depicts the locations of the PPAs in your Cluster.

The NSC, in partnership with District agencies and the community, will continue to work on solving these existing PPAs. Each quarter, Neighborhood Service will be considering work on additional PPAs in this Cluster. One of the key factors in this decision is determining whether improvements made to the PPAs are being sustained. One of the variables for sustaining improvements to PPAs is active community involvement, such as citizens holding regular cleanups, learning about city codes and regulations, and keeping an eye out on properties and reporting any illegal activity. If you have questions or are interested in partnering with your NSC on addressing those problems, please call Rose Money at 202-645-6201.

Persistent Problem Areas in Cluster 34





Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

#### Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

#### Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

#### Role of your Neighborhood Planner

During this coming year, your Neighborhood Planner will continue to work with you and the responsible agencies to help coordinate the implementation of many projects, including the completion of a market study for the Pennsylvania Avenue corridor near the Sousa Bridge and a subsequent master plan for land use.

What Happens  
Now

6



The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood Action website at <[www.neighborhoodaction.dc.gov](http://www.neighborhoodaction.dc.gov)> or at your local library.

## Reference Materials

Plan	Date Completed:	Plan Development Led by:
Ward 7 Plan	1998	DC Government, DC Office of Planning
City-Wide Comprehensive Plan	1998	DC Government, DC Office of Planning
Cluster 34 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 34 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 34 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Pennsylvania Avenue East of the River Task Force Phase 1 Action Plan	January 2001	Pennsylvania Avenue East of the River Revitalization Task Force
East of the River Redevelopment Initiative, Phase I	2000	SORG & Associates
Millennium Gift Project	1999	Ehrenkrantz, Eckstut, & Kuhn Architects
Anacostia–Washington DC Redevelopment and Revitalization in Anacostia Neighborhood–Vol. I Advisory Services Redevelopment and Revitalization	1994	Urban Land Institute

## Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

# Your District Representatives

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Mayor

**Kelvin Robinson**  
Chief of Staff

**John Koskinen**  
City Administrator

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Council Chair

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**Jack Evans**, Chair Pro Tempore / Ward 2

**Angela Thompson-Murphy**, Chair, Advisory  
Neighborhood Commission (ANC) 7A

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**Adrian Fenty**, Ward 4

**Roscoe Grant**, Chair, ANC 7B

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**Mary Gaffney**, Chair, ANC 7C

**Kevin Chavous**, Ward 7

**Sandra Allen**, Ward 8

**Raymon Murchison**, Chair, ANC 7D

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**David Catania**, At-Large

**Mary Jackson**, Chair, ANC 7E

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